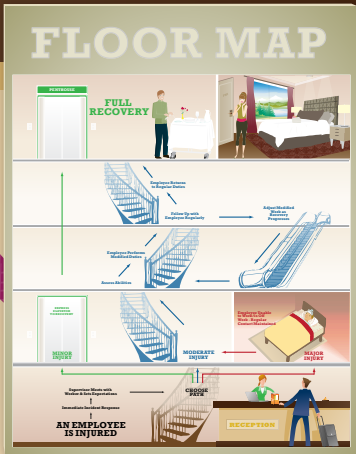


KEYS TO INJURY MANAGEMENT

An Employer's Guide to Modified Work in BC Accommodations



WHAT IS IN KEYS TO INJURY MANAGEMENT: AN EMPLOYER'S GUIDE TO MODIFIED WORK IN BC ACCOMMODATIONS?

Keys to Injury Management: An Employer's Guide to Modified Work in BC Accommodations is designed for BC's accommodation sector and outlines the basic processes of how to assist an employee with returning to work quickly and safely after a workplace injury.

This guide focuses on the modified work component of an Injury Management Program, and explains some of the key principles and processes that will help you put your company's modified work program in place. This document provides you with an overview of the "Why and How" in helping injured employees return back to work in a timely and productive manner.

This guide is complemented by [Keys to Injury Management: An Employer's Guide to Managing Workplace Injuries in BC Accommodations](#), in which you will find templates of policies, procedures, roles & responsibilities, forms, letters and other information to help you successfully develop your own comprehensive Injury Management Program. Please refer to the [Glossary & Resources](#) section at the end of this guide to access links to all of the documents that are critical in getting your organization's modified work program off the ground efficiently and effectively.



WHAT IS MODIFIED WORK?

A modified work system is based on the philosophy that many injured employees can work safely and productively during the recovery process. Through a systematic process of offering suitable, modified or alternative duties, modified work helps employees return to their full duties and normal daily activities as quickly as possible.

Occupational research and medical evidence suggest a modified work program is beneficial to an injured employee's recovery process, as well as their overall health and well-being. As the modified work process shortens the length of time an injured employee is absent, it also helps reduce the cost of claims for an employer. It is a win-win for employees and employers.

tip

Occupational injury costs have been rising in the accommodation sector, resulting in significant increases in WorkSafeBC premiums for all operators. The duration of these injuries is a key driver of claim costs, and appropriately managing claims by incorporating a modified work approach into your overall health and safety program will help from both a financial and human perspective

THE BENEFITS OF MODIFIED WORK

Modified work programs are a win-win for employees and employers.

For Employees:

- Improve healing and recovery timelines
- Preserve employee's income
- Reduce concerns of employment security
- Maintain workplace relationships
- Decrease the risk of negative long-term health effects

Not only have modified work programs been proven to help employees recover faster from their injuries, but they have also been shown to prevent the deterioration of an employee's overall skills, health and attitude. They reduce financial hardship, by allowing employees to continue working during the recovery process and keep earning their regular pay, which is greater than the WorkSafeBC benefits made available to injured employees who are off work completely.

In addition to the physical and financial benefits, modified work programs also reduce the psychological impact of a work-related injury by giving the employee an opportunity to remain a productive member of your organization. Regular contact with co-workers, friends and supervisors has proven to be a critical factor in the recovery process. This is even more apparent within the accommodation sector where seasonal employees often rely on the work environment as a vital social support network.

For Employers:

- Illustrate your property's commitment to a healthy and safe culture
- Demonstrate that you value your employees
- Reduce the cost of hiring and training replacement employees
- Decrease the cost of your WorkSafeBC claims
- Improve the overall guest experience

Offering modified (alternative) duties can significantly reduce the cost of your WorkSafeBC claims by lowering your wage loss payments. Lower WorkSafeBC claim costs ultimately result in lower WorkSafeBC annual assessments (insurance payments) for your company. You also benefit from your employee's ongoing participation and involvement in the property's day-to-day activities.



tip

Consider inviting employees who have been injured outside of work to participate in this injury management program as well.

KEY PRINCIPLES OF A SUCCESSFUL MODIFIED WORK PROGRAM

Your modified work program will be successful if you remember two basic principles:



Watch for this icon throughout the document to find out how this principle is applied.

Key Principle #1 – Preparation

Just as you need to prepare in advance for your guests' arrival, a successful modified work program is based upon good preparation.

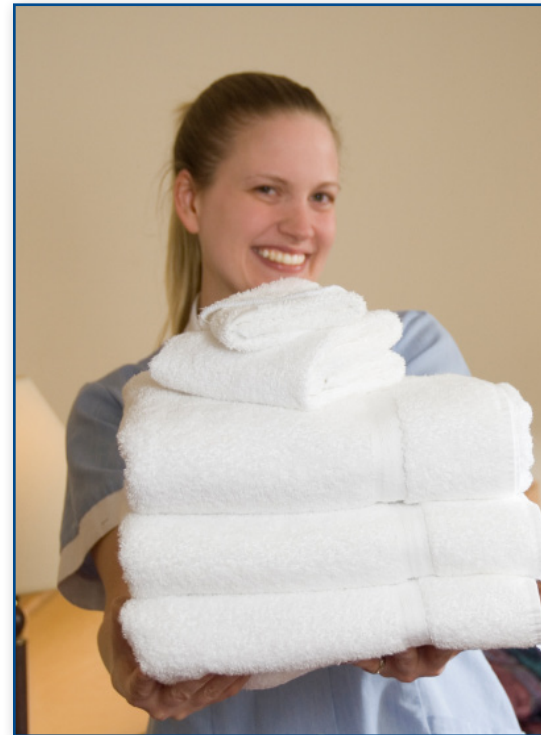
1) Setting Expectations - Inform Everyone of the Modified Work Program

A critical part of any successful modified work program is communicating the program to all of your employees.

Everyone should be made aware of the program before an injury or illness occurs. All managers, supervisors and employees need to know the program exists, and understand the benefits of the program as well as their respective roles in making it a success. Setting clear expectations will enable supervisors and employees to work together to plan an appropriate return-to-work process in the event of a workplace injury.

Utilizing new and returning worker **orientation/education sessions** can be an effective way of communicating your modified work program. Develop an information sheet that outlines expectations, and present it as a valuable reference guide via your employee orientation program. The information sheet should, at minimum, include the following information specific to your property:

- Benefits of the program for both employees and the company;
- The modified work process, including what the employees can expect and whom to contact if they incur a workplace injury or illness;
- A diagram or workflow specifying steps in the process.



tip

To inform everyone about the program, consider using staff meetings (including their initial orientation), or making an announcement via the company intranet, memos, newsletters, emails or bulletin boards.

2) Being Prepared to Offer Modified Duties

When an employee is injured and your supervisors want to offer modified duties, how do they know which types of modified duties are available?

- *Does your company and its departments have a list of **modified duties** readily available?*
- *Is it easy to determine which duties are suitable for which type of injury?*
- *Does your company have an information package that an employee can provide to their doctor to help determine which duties the employee is able to perform during the recovery process?*

Design a list of appropriate modified work opportunities before an injury occurs. Creating these resources in advance will help the modified work process flow smoothly for employees and supervisors alike. More information on how to develop and effectively communicate a list of modified duties can be found in the "[How To Use the Injury Management Floor Map](#)" section of this guide.



Watch for this icon throughout the document to find out how this principle is applied.

Key Principle #2 - Communication

Worker recovery through a process of modified work duties can be further enhanced if the employer (i.e. immediate supervisor) and the employee maintain clear and regular lines of communication regarding the employee's recovery plan and recovery progress.

The employer and employee also need to communicate effectively with other key players involved, including the individual handling your company's return-to-work program, the employee's physician, physiotherapist or other medical practitioners, as well as WorkSafeBC.

The [Glossary](#) at the end of this guide provides access to a number of forms and letters to assist in the communication and documentation process, including the [Letter to Employee](#), [Letter to Doctor](#) and [Communication Log](#). More information about this principle follows in the "[How To Use the Injury Management Floor Map](#)" section of this guide.

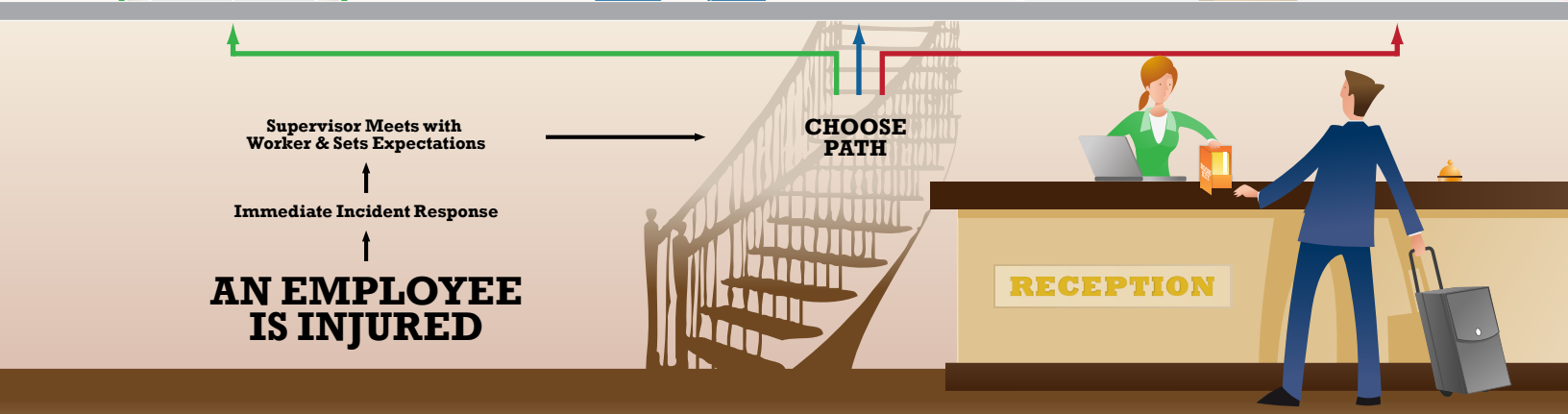
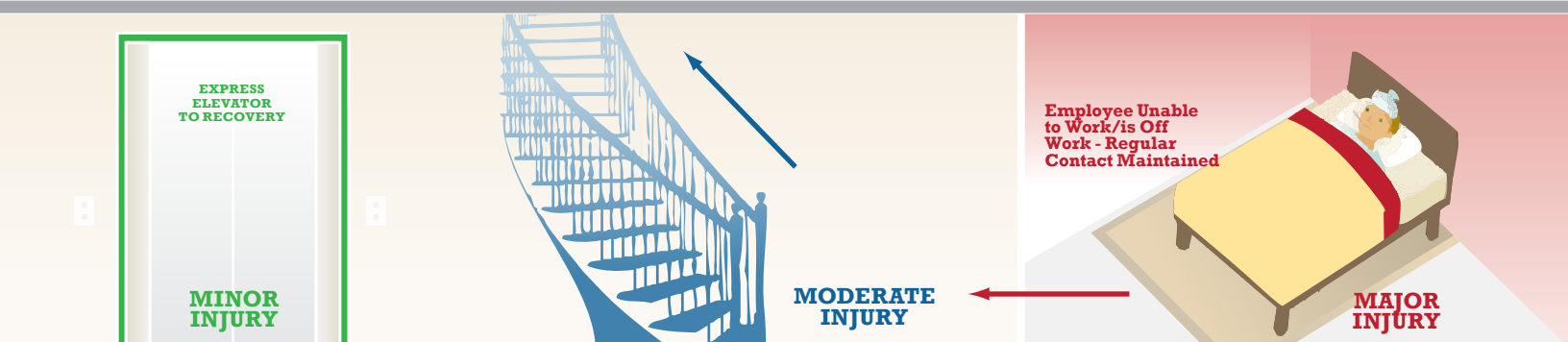
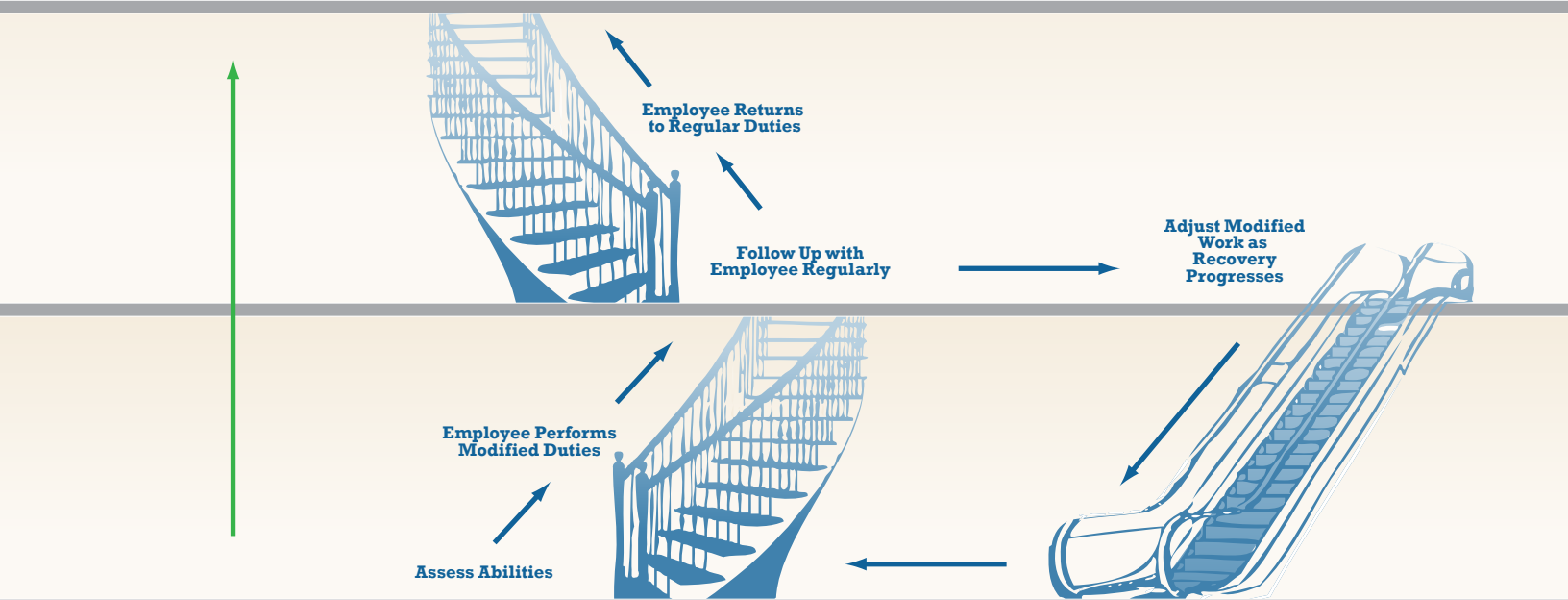
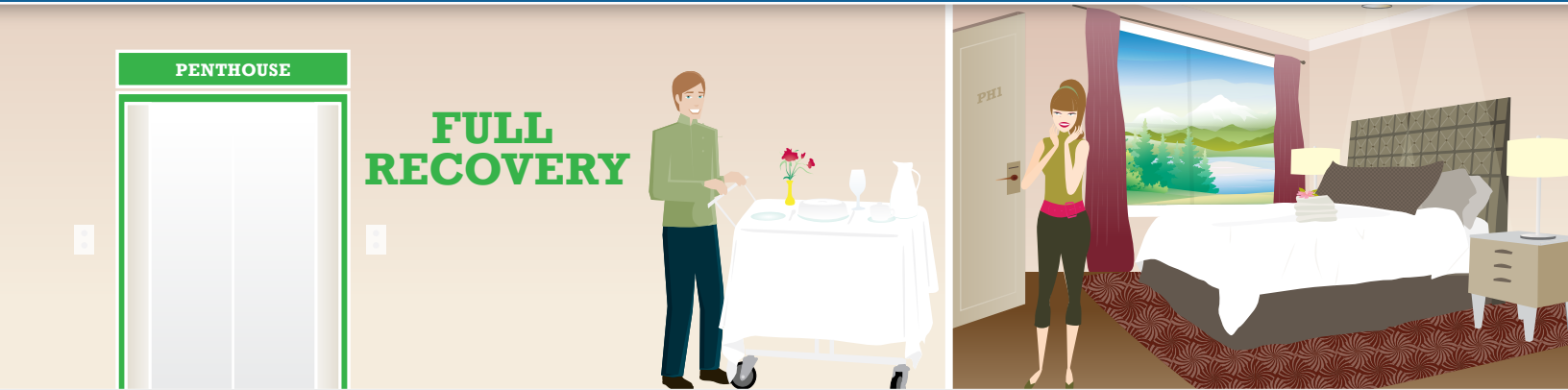
tip

Modified or alternative duties are any meaningful activities, in any department, that suit the employee's current abilities.



INJURY MANAGEMENT FLOOR MAP


Mapping the Route to Full Recovery



HOW TO USE THE INJURY MANAGEMENT FLOOR MAP


Immediate Incident Response


When an employee is injured, there should be a routine response process that swings into immediate action to ensure the safety of the injured employee and others. This process should include involvement of the employee's supervisor, and/or first aid attendant responsible for providing first aid and securing the area to prevent further injuries from occurring.

Immediate Incident Response offers the first opportunity to assess the severity of the injury. The **first aid attendant's assessment** and response will help in eventually choosing which path on the Injury Management Floor Map to follow. First aid attendants are an important first link in the modified work process, they should receive additional training on the company's modified work program and processes, and how their assessments feed into the overall process. 

Key forms that need to be completed are the **Witness Statement** and **Accident/Incident Investigation Report**. These forms will provide helpful information during the accident investigation process, and should be completed immediately following the workplace injury.

Supervisor Meets/Contacts Employee & Sets Expectations (Day of Injury)

The success of a modified work program depends on the supervisor/employee relationship, and the extent to which these parties maintain ongoing lines of open communication. 

A meeting between the injured employee and their supervisor during the initial stages of the process is a key step to successful recovery. This meeting will very likely set the tone for the remainder of the recovery process, and should ideally fall on the same day as the injury. It offers an opportunity to set expectations regarding an appropriate recovery plan (which path to choose), and possibly determining a suitable **Graduated Return to Work Plan**. Reviewing the general expectations and the **Return to Work Kit** is a good place to start. Information for the **Employer's Report of Occupational Injury or Disease** and the **Accident/Incident Investigation Report** can also be gathered during this initial meeting. 



tip

A caring and respectful relationship between the supervisor and the employee is critical to a successful recovery.

Choose Path

Minor Injury

In some cases, the employee's injury is minor enough they are able to resume their regular duties the same day as their injury (after first aid treatment), with no medical aid or lost time. In this case, the incident is not required to be reported to WorkSafeBC and the *No Time Loss and No Medical Aid (Non Reportable Incidents) Process Checklist* should be followed. Although the employee does not need to see a doctor, the supervisor and/or first aid attendant should follow up with the employee prior to the start of their next scheduled shift, to ensure that the injury has not since worsened.

tip

The role of the first aid attendant and supervisor should include following up with employees to monitor recovery progress.

Moderate Injury

If the minor injury has worsened overnight, medical aid was required, lost time has occurred, or if modified work beyond the original day of injury is required, the injury should be considered moderate and the *Time Loss and/or Medical Aid Claims (Reportable Incidents) Process Checklist* should be followed. The process of working with the employee on an appropriate injury recovery plan, which includes suitable modified work duties, begins.

tip

Modified work may be offered before the injured employee sees their physician

Assess Abilities

Using the first aid attendant's injury report and patient assessment as a guide, refer to the department (or company) list of modified duties, which have been categorized using the *Typical Physical Limitations for Common Injuries*. This list makes it easier to identify those modified duties that are more suitable, depending on the type of injury incurred. 🇨🇦

tip

Remember, modified work can be performed anywhere within the company. If you cannot accommodate the employee in your department, then work with other department managers or your company's return-to-work coordinator, as necessary.

To create a list of modified duties for your department, consider sitting down and collaborating with your front line staff on ideas regarding daily activities and how they may need help. Use the Typical Physical Limitations for Common Injuries to help categorize which activities would be most appropriate for which injuries.

Offer Modified Work

Working together with your employee, review the list of possible modified duties that are appropriate, based on their injury and produce the *Modified Work Offer*.

tip

Your employee knows their ability best. You can offer modified work before they see a doctor.

Visiting the Doctor

If possible, review the *Return to Work Kit* with the employee before they seek medical treatment.

If the supervisor and employee have already met and agreed on a Modified Work Offer, then complete the *Letter to Doctor – With Modified Work Offer (Form B2)* in the Return to Work Kit with the employee and send it to their doctor. This letter outlines that a modified work offer has been made to the injured employee. 🇨🇭

If the employee goes to the doctor before a Modified Work Offer is agreed upon, fill out the *Letter to Doctor (Form B1)* in the Return to Work Kit, with the employee to provide to their doctor.

The employee is ultimately expected to return either the Letter to Doctor – with Modified Work Offer (Form B2) or *Physical Assessment Report*. This enables the supervisor to then work with the employee in identifying and scheduling suitable modified duties, using both the company’s list of modified duties and the information provided by the physician. Once the appropriate modified work has been identified, the supervisor should complete a *Modified Work Offer (Form D)*.

Monitor and Review

Frequent follow-up with an injured employee on the status of their recovery is critical to a successful outcome. 📞

The modified work approach is a dynamic process. Follow up daily during the first week an employee is on modified duties and determine whether any changes need to be made, depending on the employee’s ability to perform those modified duties.

Even after an employee has returned to full duties, a daily follow-up in the first few weeks can help to prevent injury reoccurrence. During the daily follow-up, listen to the employee’s experience and progress, and pay close attention to any further signs and symptoms that are being reported.

Adjust the Modified Work as Recovery Progresses

The best model for adjusting modified work as recovery progresses is through a collaborative approach with the employee.

Substantial changes to the modified duties may require you to complete another Modified Work Offer or Graduated Return to Work Plan, while smaller adjustments may simply be noted in the Communication Log. 📞



tip

Be flexible with the employee’s treatment plan. Medical appointments and treatment are an important part of recovery. Allow time for treatment and other medical appointments during the work day.

Major Injury

Major injuries, such as those requiring hospitalization, may require a different route to recovery.

In these situations, the key principle of communication and maintaining a good relationship with your employee, even while hospitalized, is all the more important to a successful recovery. Checking in with the employee frequently during hospitalization builds trust and develops a caring relationship that will help in collaboratively determining suitable modified duties once the situation has been transitioned into the moderate injury path.

Your Communication Log is a critical tool in this process. As the employee recovers, their progress is monitored and noted, as what was previously a major injury gradually transitions into a moderate injury, enabling the employee to return to work, using the modified duty approach.

SUCCESS – FULL RECOVERY

The modified work process concludes when the injured worker is able to fully resume their pre-injury job without undue risk to themselves or others. Once the employee has returned to regular duties and has had one or two weeks of follow-up contact with their supervisor, full recovery has been achieved. Confirming a return to full pre-injury duties is an important aspect of injury management and the management of your company. 📞



GLOSSARY & RESOURCES

List of Forms, Checklists & Letters Customizable for Your Company

- Form A** – Early and Safe Return-to-Work Letter to Employee
- Form A (alt)** – Employee Injury Management/Return-to-Work Checklist
- Form B1** – Letter to Physician
- Form B2** – Letter to Physician — Modified Work
- Form C** – Physician Assessment — Stay-at-Work/Return-to-Work Planning
- Form D** – Modified Work Offer
- Form E** – Accident Witness Statement
- Form F** – Accident/Incident Investigation (equivalent to WorkSafeBC Form 52E40)
- Form G** – No Time Loss and No Medical Aid — Non-Reportable Incidents
- Form H** – Time Loss and Medical Aid Checklist — Reportable Incidents
- Form I** – Supervisor’s Communication Log
- Form I (alt)** – Coordinator’s Communication Log
- Form J** – Graduated Return-to-Work Plan
- Form K** – List of Modified Work
- Form L** – Employee Orientation Checklist

WorkSafeBC Forms

- Form 55B23** – First Aid Record
- Form 6** – Application for Compensation and Report of Injury or Occupational Disease
- Form 6** – Reference Guide
- Form 7** – Employer’s Report of Injury or Occupational Disease
- Form 7** – Reference Guide
- Form 8/11** – Physicians’ Report
- Form 8/11 Addendum** – Practitioner’s Report — Additional Information
- Form 9** – Employer’s Statement of Return to Work
- Form 63M4** – WorkSafeBC Authorization of Representative

GLOSSARY & RESOURCES (cont'd)

This guide complements *Keys to Success: An Injury Management Program Manual & Toolkit*, which includes additional information on an Injury Management Program, and offers templates of policies, procedures, roles & responsibilities, forms, letters and checklists. You can download any of the above documents on go2's website at www.go2hr.ca/accommmsafety.

While developing and implementing your hotel's Injury Management Program, or during any step of the process, you can find other tools and resources from the following organizations:

- [Employers' Advisers Office](#)
- [WorkSafeBC](#)
- [go2](#)

go2 Provides the Resources You Need to Succeed

go2, the BC tourism and hospitality industry's human resource association, is a non-profit society responsible for coordinating the BC Tourism Labour Market Strategy. This includes developing strategies to assist BC tourism and hospitality businesses in recruiting, retaining and training employees, thus supporting the growth and success of the tourism industry.

Working in partnership with WorkSafeBC, go2 is also the workplace health and safety resource center and the certifying partner for the Certificate of Recognition (COR) Program for BC's tourism and hospitality industry.

Keys to Injury Management: An Employer's Guide to Modified Work in BC Accommodations was developed in conjunction with WorkSafeBC and go2's Accommodation Occupational Health & Safety Technical Advisory Committee.